

# **U.S. ARMY**

## **DRILL SERGEANT SCHOOL**



## **FORT JACKSON**

## **STUDENT GUIDE**

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Fort Jackson, SC 29207

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REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
UNITED STATES ARMY DRILL SERGEANT SCHOOL  
9574 MARION AVENUE  
FORT JACKSON, SC 29207

ATZJ-DSS

MEMORANDUM FOR Drill Sergeant Candidates

SUBJECT: Welcome Letter

1. As the Commandant of the United States Army Drill Sergeant School, congratulations on your selection to attend the Drill Sergeant course. Being selected to become a Drill Sergeant is a true testament of your excellence in past performance and potential enabling you to become a role model and trainer for Initial Entry Training (IET) Soldiers.

2. Your course of instruction will be challenging, exciting, and meaningful. We operate the school under the basic concept that you are proud Soldiers; proud to be here and proud to return to your parent unit applying this concept. We will emphasize the individual dignity of every Soldier. The objectives here are designed to further develop your confidence, responsibility, leadership techniques, and higher personal and professional standards. Ultimately, we will teach you the standards expected of Noncommissioned Officers performing Drill Sergeant duties.

3. Your attitude, hard work, use of available time, and cooperation with other students and the staff are significant factors in determining your degree of success and professional improvement.

4. The standards of the Drill Sergeant School are high. We expect you to have a positive attitude, be personally committed to succeed here, and obtain a mastering of the "how" of what we teach. Upon graduation, you will be assigned as a Drill Sergeant in an Initial Entry Training Unit.

5. When arriving to Fort Jackson, all students must go to the Welcome Center, located on 7550 Benning Road and sign for a room.

6. The first formation for incoming students is 0800hrs on the report date listed in ATRRS (a link to ATRRS can be found in AKO under Self Service, My Education). Formation will be located between the Post Theater and Daniel Circle Chapel (see attached). You must bring your Military ID Card, ID Tags (no exceptions) and a black ink pen.

7. In-processing will begin immediately following the formation. Ensure that you have the following items:

- a) Two copies of your TDY orders or DD Form 1610.
- b) Two copies of your Mental Evaluation (MEDCOM FORM 699-R no later than 6 months)
- c) Two copies of your Commanders Checklist (Dated JULY 2008 no later than 120 days)
- d) Two copies of your ERB (no later than 30 days)
- e) It is highly recommended you bring your personal or Army issued Laptop

- f) Students will possess a government travel card if not you will be paying out of pocket for lodging for the duration of the course.
- g) Complete and bring the Global Assessment Tool (GAT) at <https://www.sft.army.mil>.
- h) Authentic Happiness (VIA) <http://www.authentichappiness.sas.upenn.edu/> (have to register to complete, take the VIA Strength of Character Strengths survey) and bring completed assessment.
8. You must have all your paperwork to be enrolled in the course. The USADSS students guide can be accessed at the following link: <http://www.jackson.army.mil/units/drill/index.html>
9. The Drill Sergeant School is not a Noncommissioned Officer Education School. Therefore, the height and weight requirements for NCOES do not apply. You must meet HT/WT standards to be accepted in the course.
10. You are welcome to join the USADSS Facebook page for past, Present and future Drill Sergeants. <http://www.facebook.com/pages/The-US-Army-Drill-Sergeant-School/445241370286?ref=ts>
11. If you have any questions concerning the school visit the USADSS website at <http://www.jackson.army.mil/sites/school/pages/127/Drill-Sergeant-School> or you can call DSN 734-6232/6011 and Commercial (803) 751-6232/6011. Or write to the following address: DSS2@us.army.mil



TERESA L. KING  
CSM, USA  
Commandant



- Student Parking Area
- Formation Area
- Post Theater
- Chapel

**Formation will be located between the Post Theater and Daniel Circle Chapel(look for the light pole with 2 ISU's behind it ). The only student parking permitted is highlighted on the map.**

## **HISTORY OF THE DRILL SERGEANT**

In late 1962, the Secretary of the Army directed Stephen Allies, the Assistant Secretary, to conduct a survey of recruit training in the Army. This survey was conducted over a long period of time and included a wide variety of experienced personnel. To insure his report would be valid, Secretary Allies made a comprehensive survey, comparing the training techniques of the Marines, Army, Navy, and Air Force. The final report, as submitted to the Department of the Army, contained five principle findings, with appropriate recommendations and suggestions for eliminating the problems encountered. The comparisons of the training centers of the three services with those of the Army demonstrated the attitude of the noncommissioned officers within the Army training centers was very poor. There were contributing reasons, including the long working hours, the difficulty of the demanding nature of the work and lack of free time for family concerns. Much of this was caused by inadequate staffing in the training centers. In addition, it was determined that the caliber of noncommissioned officers being assigned to the Army training centers was far below the standards required by the other services. Another problem was the negative attitude of the trainer which had a demoralizing affect on the trainee and resulted in a mental block between the recruit, and the trainer, and thus caused a negative impact on the qualified trainer and the quality of training presented. During the period April - June 1963, Pilot Trainer Courses were conducted at Fort Jackson, South Carolina, for selected officers and noncommissioned officers to participate in testing the revised concept of recruit training. Immediately following in July and August, this new training concept was tested with a training battalion at Fort Jackson and a training company at Ft Gordon, Georgia. The success of these tests resulted in the adoption of the new concept, to include the formation of Drill Sergeant Schools throughout CONARC. This was the beginning of the Drill Sergeant and was the first Drill Sergeant used to train recruits in the entire history of the recruit training programs throughout the Army. The Third U.S. Army Drill Sergeants School was officially given its name on 1 January 1967. The school has since been named the United States Army Drill Sergeant School.

## **CAMPAIGN HAT**

A veteran of numerous campaigns in the field, steeped in traditions, and in active service in various styles from 1850 through 1939, the campaign hat is a most appropriate symbol for a Drill Sergeant. The campaign hat appeared on the scene again in early 1964. The present style of the campaign hat, evolved from the straw or felt slough "Hardee Hat" of the 1850's through the center crease designs of the 1880's, to the present day modified "Montana Peak" which was adopted in 1911.

## **FEMALE DRILL SERGEANT HAT**

In late 1971, Headquarters, Continental Army Command (CONARC) received approval from the Chief of Staff of the Army for permission to include women in the Drill Sergeant Program. In February 1972, six Women's Army Corps (WAC) noncommissioned officers from Fort McClellan, Alabama, were enrolled in the Drill Sergeant Program, at Fort Jackson, South Carolina. Upon graduation, the women were authorized to wear the female drill sergeant hat. BG Mildred C. Bailey designed the female drill sergeant hat. The design was taken from the Australian bush hat. The first female drill sergeant hat was beige in color. The beige hat was replaced by a dark green female drill sergeant hat, style unchanged. The green hat was put into use in January 1983. After the green drill sergeant hat appeared, the beige hat was slowly phased out of the system. In 1984-85, a proposal was made for females to switch to the drill sergeant hat worn by male drill sergeants. Female drill sergeants at Training and Doctrine Command posts opposed this idea. In June 1985, General John A Wickham Jr., Army Chief of Staff, stated that female drill sergeants will continue to wear the original female drill sergeant hat.

## **BADGE**

The crest is the symbol of the Army Training Center. Before 1958, it was the regimental crest with a maroon background. In 1958, it was adopted as the training center's crest and the background was changed to green. It was designed by the Heraldic Division of the Quartermasters General's Office. The 13 stars represent the thirteen original Colonies. The snake is a symbol of preparedness and is grasping the scroll on one end with his mouth and the other end with his tail. On the scroll is printed the motto, "THIS WE'LL DEFEND," one of the many mottos used in colonial days such as "DON'T TREAD ON ME," "LIBERTY" and many others which were carried on flags and banners. The armored breastplate is a symbol of strength and the green background is a vestment worn under the armored breastplate. It is called a Jupon, which represents the Army. The torch is a symbol of liberty that shines over all.

## **DRILL SERGEANT CREED**

I am a Drill Sergeant.

I will assist each individual in their efforts to become a highly motivated, well disciplined, physically and mentally fit Soldier, capable of defeating any enemy on today's modern battlefield.

I will instill pride in all I train, Pride in self, in the Army, and in country.

I will insist that each Soldier meets and maintains the Army's standards of military bearing and courtesy, consistent with the highest traditions of the U.S. Army.

I will lead by example, never requiring a Soldier to attempt any task I would not do myself.

But First, Last, and always, I am an American Soldier, sworn to defend the constitution of the United States against all enemies, both foreign and domestic.

I am a Drill Sergeant.

## **SOLDIER'S CREED**

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

**I will always place the mission first.**

**I will never accept defeat.**

**I will never quit.**

**I will never leave a fallen comrade.**



**WARRIOR ETHOS**

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat. I am a guardian of freedom and the American way of life.

I am an American Soldier.

### **COURSE OVERVIEW**

1. The Drill Sergeant School Course (DSSC) is a functional course providing qualified noncommissioned officers with specialized training resulting in the awarding of the "X" and "8" skill qualification identifier. The DSSC is designed to build on the leadership abilities and technical knowledge acquired by the candidate and provides him/her the unique knowledge and skills required to train IET soldiers.
2. Integrated Scheduling. Subjects will be presented in a logical sequence that permits candidates to use the new knowledge and skills in the early stages of the course for follow-on instruction. Conduct of Embedment training with IET Soldiers will be accomplished throughout the course.
3. Drill Sergeant School subjects are sequenced and taught in relation to the 3 phases of Basic Combat Training (BCT): The purpose of phasing is oriented towards establishing short-term objectives. Each candidate will be provided detailed performance counseling upon completion of each phase. Drill Sergeant School Course is to provide the candidate firsthand experience in the phase training concept employed in IET. The candidate's personal experience with performance counseling and goal setting should assist him/her in employing these techniques in IET with new Soldiers.

#### **PHASE I weeks 1-3**

##### **Candidate Goals**

- Receive training on TRADOC Regulation 350-6 with changes
- Exhibit discipline, attention to detail and maintain professional conduct
- Establish good study habits
- Develop self-confidence
- Adherence to the Army values and Warrior Ethos
- Introduction to Leadership and Gender Integrated Training
- Demonstrate understanding of qualities needed to be a Total Army Instructor
- Intro to Army Center for Enhanced Performance (ACEP)
- Intro to Drill and Ceremonies
- Conduct and pass daily inspections (role modeled by DSLs)
- Understand Standardized Physical Training and improve personal physical fitness level
- Conduct of Embedment training with IET Soldiers
- Demonstrate leadership traits, Army values, Warrior Ethos through student leadership Position
- Successful completion of all academic requirements of Phase I

#### **PHASE II weeks 4-6**

##### **Candidate Goals**

- Maintain Phase I accomplishments
- Demonstrate leadership traits, Army values, Warrior Ethos through student leadership Position
- Conduct daily inspections (by candidate leaders with close supervision by DSLs)
- Increase leadership development



- Demonstrate qualities of a Total Army Instructor
- Continual adherence to the Army values and Warrior Ethos
- Properly conduct and instruct Drill and Ceremonies
- Demonstrate proficiency on 350-6 and General Subjects
- Demonstrate proficiency in Combat Assault Rifle Marksmanship Training Course (CARTC)
- Demonstrate proficiency in PRT and increase physical ability working toward Phase II goals
- Conduct of Embedment training with IET Soldiers
- Successful completion of all academic requirements of Phase

### **PHASE III weeks 7-9**

#### **Candidate Goals**

- Maintain Phase I and II accomplishments
- Sustain progressive fitness program
- Continuation of inspections (by candidate leaders with close supervision by DSLs)
- Continue to demonstrate the principles of Gender Integrated Training and 350-6
- Demonstrate leadership traits, Army values, Warrior Ethos through student leadership Position
- Continual adherence to the Army values and Warrior Ethos
- Demonstrate knowledge and self awareness in the principles of peak performance (ACEP)
- Certify as a Combat Life Saver
- Received "8" skill identifier as a Total Army Instructor
- Conduct Tactical Training and Warrior Task and Battle Drills
- Demonstrate knowledge of U.S. Weapons Systems
- Pass final APFT (with a 70% or higher in each event)
- Receive a GO on tactical leadership evaluation during FTX with IET Soldiers
- Certify as a Skill Level One Combative Instructor

### **ARRIVAL INFORMATION**

1. Fort Jackson is located in Columbia, South Carolina. The city is located in the center of the state and is accessible from three major highways – I-20, I-26, and I-77. I-95 and I-85 are a short drive away. Fort Jackson is located at exit #12 off of I-77. The nearest airport is the Columbia Metropolitan Airport located about 25 minutes from Fort Jackson. An option is to fly into Charlotte, North Carolina which is about one and a half hours away.
2. Greyhound bus service has a terminal located approximately 6 miles outside the main gate downtown Columbia to serve patrons arriving and departing. On post taxis are readily available.
3. There will be a formation for all reporting students in front of the DSS Building 3225 at 0800 on the report date. REPORT DATE is the day prior to the START DATE of your class. All Drill Sergeant Candidates must report in ACU's. For additional assistance the DSS Staff Duty can be contacted by calling (803) 319-4712 / (803) 751-3347.

### **HOUSING AND BILLETING**

1. All candidates will check-in at Fort Jackson Lodging/Welcome Center for room assignment prior to reporting to DSS. You will need a copy of your orders and Military ID when you check in. After receiving your building and room number, you may unload your luggage in your assigned room.

If you have any questions and/or concerns please contact the Drill Sergeant School at Comm. (803) 751-6011, DSN 734-6011. Or contact Fort Jackson Lodging 1(800) 276-6984 or (803) 782-9802. **Computers are authorized and Internet access is available.**

**NOTE: Neither the DSS or Magruder's Transient will provide a statement of non-availability. Please ensure the lodging rate reflects on your orders**

### **IN-PROCESSING**

1. During in processing, all students will have the following in their possession:
  - a. Commander's checklist
  - b. Mental evaluation
  - c. 3 Copies of orders or 1610 (TDY Orders)
  - d. 3 Copies of ERB (\*within 3 Months) MUST HAVE NCOES, GT Score, PULHES, ANY SQI's annotated correctly.
  - e. Proof of extension or reenlistment (if ERB does not show correct ETS)
  - f. Army values card/tag
  - g. ID card/ID tags
  - h. Know your current UIC
  - i. Course Completion certificates for Combatives, SQI 8, and DA1059 for any NCOES not annotated on your ERB.
2. **IAW AR 614-200 your ETS date must be at least two years from the last day of the month of graduation from Drill Sergeant School. Your ETS date must be reflected on your ERB or you must have a copy of your extension or reenlistment papers to show the dates.**

### **IMPROVED PHYSICAL FITNESS UNIFORM (IPFU)**

1. The Improved Physical Fitness Uniform (IPFU) is the only authorized uniform for PT. The IPFU must be IAW AR 670-1 and have a NSN number. Second hand store bought or commercial physical fitness uniforms are unauthorized.
2. Gray or black spandex shorts are authorized and highly encouraged for wear under the IPFU shorts and must be free of logos; spandex must either be black or gray.
3. White socks are the only socks authorized for wear (NO LOGOS).
4. The grey fleece cap and black gloves are prescribed for wear during the winter months.

## **BOOTS GUIDELINES**

All boot authorized in AR 670-1 is authorized for the duration while attending Drill Sergeant School.

## **FORMATIONS**

The DSC chain-of-command and Drill Sergeant School cadre conduct formations at times indicated on the training schedule and at any other time as directed by the cadre. All formations will be supervised by a DSL to ensure that they are conducted IAW FM 3-21.5.

## **INSPECTIONS**

DSC's will conduct daily in-ranks inspections IAW AR 670-1 and FM 3-21.5 at times indicated on the training schedule and at any other time as directed by the cadre. DSLs will supervise to ensure standards are being enforced.

## **SICK CALL PROCEDURES**

1. DSC's needing medical treatment will visit the McWethy Troop Medical Clinic (TMC) located Bldg. 4575, between Moncrief Army Community Hospital and Caldwell Dental Clinic. Normal sick call hours are 0700-1700 hours Monday through Saturday. Open on all holidays except Christmas and New Year. DSC's needing medical care after normal sick call hours will visit the hospital's Urgent Care Clinic. Services are available on a priority basis. More seriously ill patients will be seen first. We request patients not seek routine health care from the Urgent Care Clinic. MACH does not have an emergency room. For emergencies, dial 911.
2. DSC's will have a DD Form 689 (Individual Sick Slip) signed by their DSL or PLT SGT in their possession and will sign out on the FJ Form 880 prior to departing the Drill Sergeant School.
3. DSC's are authorized to drive their POV to sick call. Once they have completed sick call they will return to their DSL to verify training location. DSC's will have all items needed for the day's training and will report to the training sight once they are released from TMC. DSC's will inform their DSL if they are on profile, which prohibits them from returning to training.

## **LEAVES AND PASSES**

1. DSC's may travel to Augusta, GA, Charleston, SC or any destination within an 80 mile radius without an approved pass **after the first week of training**.
2. All DSC's requesting a pass by POV must submit a driving plan with strip map and a risk assessment with their pass request.
  - a. 3-Day Pass – Is normally approximately 64 hours in length, usually beginning at the end of normal duty on a workday and ending three days later (for example, end of normal duty hours on Monday until first formation on Thursday). A 3-day pass must include at least one duty day and may be extended to a maximum of 72 hours.

- b. 4-Day Pass – Is usually about 88 hours in length and must include at least two consecutive non-duty days for example, from end of normal duty hours Thursday until first formation/start of duty Monday and may be extended to a maximum of 96 hours.
3. **Soldiers desiring to travel more than 125 miles one way, during periods when they are off duty, must be on an approved pass and have a travel plan.**
  - a. Up to 499 miles. A pass request form, DA Form 31, Vehicle Inspection worksheet, risk assessment worksheet and an LES will be submitted through the DSC's Drill Sergeant Leader. DSC's will include the basic information about their travel plans within the request form. Without this information, the pass or leave will not be approved. DSL's will sign the request to verify that the Soldier has a safe travel plan in place. SDSL's will give a comprehensive pre-departure safety brief not later than the last duty day prior to the start of the leave/pass.
  - b. 500 + miles. In addition to the requirements of the above paragraph, the DSC will see the 1SG. DSC's are not encouraged to travel over 500 miles on a pass; **these requests will be approved on a case-by-case basis.**
4. DSC's requesting pass by Air must show itinerary with tickets reflecting times that coincide with the pass hours. Candidates traveling outside the state must have an approved DA Form 31 (Request and Authority for Leave). The Course Chief is the approving authority for all passes. DSC's will be physically present in the local area (defined as on post, duty station, or in the location from which the DSC regularly commutes to duty) at the beginning and ending of leave and/or pass. DSC's that fail to comply with this requirement will be subject to elimination from DSSC. **Leaves and passes are privileges that must be approved by the Course Chief.**

#### **FINANCE/STUDENT PAY**

1. Students should arrive at the DSS with sufficient funds to defray unexpected costs such as uniform repair and/or purchases. DSC's are encouraged to have a Government Charge Card before arriving. The Fort Jackson Finance Office can no longer issue advance checks to TDY students from other locations attending courses at Fort Jackson. **All partials will be requested via fax through appropriate finance office. DSC's using the Defense Travel System (DTS) will make sure authorization of partial payments is authorized and acknowledged on their orders.**
2. Students with pay problems will notify their DSL immediately.
3. A breakdown of the per-diem is as follows: (As of SEP 06) \$32.00 a day for DSC's. DSC's are also authorized \$2.00 a day for laundry expenses. DSC's will be issued meal cards and will not stop their separate rations. All students will eat at the dining facility regardless of installation of assignment.

#### **MILITARY COURTESY**

1. The Commandant of the United States Army Drill Sergeant School has command authority and operational control of the Drill Sergeant School. The Commandant is a Command Sergeant Major and will be addressed as Sergeant Major.
2. The Deputy Commandant will be addressed as Sergeant Major and is responsible for the command, control and the daily operations of the course.
3. Chief of Training will be addressed as First Sergeant.
4. Civilian staff members will be addressed as Mister or Miss/ Mrs., sir or ma'am, as appropriate. Platoon Sergeant will be addressed as Senior Drill Sergeant and Drill Sergeant Leaders will be

addressed as Drill Sergeant.

5. The use of profanity is strictly forbidden.
6. Students will display proper military bearing and a positive attitude at all times. Conduct unbecoming of a Noncommissioned Officer will not be tolerated.

### **BANKING FACILITIES**

1. DSS has two banks located within minutes of the billeting area. The All South Federal Credit Union is located at the corner of Lee Road and Hill Street near the Commissary. You may contact them at (803) 782-9830 or visit their website at [www.fjfcu.org](http://www.fjfcu.org). Wachovia Bank is located on the corner of Lee Road and Imboden Street near the entrance to the housing area. The number is (803) 790-8345 or visits their website at [www.wachovia.com](http://www.wachovia.com). Numerous ATM are located throughout the installation for your convenience.
2. As of SEP 06, a personal check for an amount up to \$300.00 and a two part check up to \$100.00 may be cashed daily may be cashed at the Post Exchange. There is a \$100.00 maximum for 2 party check

### **DINING FACILITY**

1. The DSS Dining Facility is available within the DSS area of operation. The DSS DFAC hours are 0600-0800 for breakfast, 1100-1300 for lunch and 1700-1900 for dinner Monday thru Friday. 187<sup>th</sup> Ordnance BN and 369<sup>th</sup> Adjutant BN DFAC will be utilized on the weekends and operates from 0730-0900 for breakfast, 1130-1300 for lunch and 1530-1700 for dinner.
2. The appropriate duty uniform (ACU, Class A/B) and civilian attire is the only authorized clothing to be worn in the dining facility. **The Improved Physical Fitness Uniform is not allowed, unless directed by the DSS training schedule.**
3. Personnel wearing civilian attire will be properly dressed. The following will apply:
  - a. No tank tops exposing armpits will be worn.
  - b. No shower shoes will be worn.
  - c. No bathing suits will be worn.
  - d. No headgear will be worn
  - e. Denim jeans are authorized but must be presentable.
  - f. Conservative shorts and T-shirts may be worn.

### **PROHIBITED ITEMS**

1. The following items are prohibited and may be confiscated and could result in disciplinary action if introduced into the DSS area:
  - a. Personal firearms

- b. Knives with a locking blade or a blade length over 3 inches
- c. Pyrotechnics or fireworks
- d. Ammunition
- e. Bow and arrows
- f. Switchblade knives
- g. Throwing knives
- h. Nunchakus or oriental fighting instruments
- i. Pets
- j. Unauthorized prescription drugs
- k. Hot plates, Slow Cookers (The only authorized cooking items **in the barracks are the microwave ovens**)
- l. Incense or candle

#### **PRIVATELY OWNED VEHICLES (POV's)**

1. DSC parking is allowed only in authorized areas. All other travel by DSC's will be IAW the training schedule. DSC's will be allowed to operate POV's at the end of the duty day. DSC will not use their POV to support any DSS mission.
2. Parking on grass or seeded areas is unauthorized and will warrant repairing of any damage to the area as well as recommendation for disciplinary action.
3. A cadre member will inspect all POV's prior to any holiday weekend. Failure to maintain proper safety standards will result in loss of driving privileges until repairs are made and the vehicle is re-inspected. Operating the vehicle prior to re-inspection could result in a derogatory counseling and recommendation for release from DSSC.

#### **ON/OFF-POST TRANSPORTATION**

1. Commercial taxis are available on and off post. (Refer to local community telephone book)
2. Greyhound bus service has a terminal located approximately 6 miles outside the main gate downtown Columbia. On post taxis are readily available.

#### **PHYSICAL SECURITY/CRIME PREVENTION**

1. Crime prevention is the responsibility of all personnel assigned or attached to the DSS.
2. In the event of a break in or theft, immediately notify the Military Police and the Staff Duty. The individual suffering the loss will also notify their DSL and PSG.
3. Billeting rooms will be locked at all times.

4. Personal property will not be left unattended.
5. POV's will be locked at all times.
6. High Value items: use personal/room safe.
7. DSC's are not allowed to carry more than \$100.00 cash on their person.

### **STUDY HALL**

1. A Mandatory study hall will be conducted prior to written examinations and prior to exam retests. The study hall will be supervised by a certified DSL the day prior to the exam in the squad classroom and last for at least one hour. **DSC's requesting study halls other than the mandatory study hall will notify their DSL at least 24 hours in advance.**

### **OFF-LIMITS AREAS**

1. Off limits areas are posted in each classroom. In addition, all training brigade billets that house Initial Entry Training Soldiers are also off limits. A map of this area is posted in every classroom.

### **DRILL SERGEANT SCHOOL AWARDEES**

#### **Honor Graduate:**

**The Soldier with the highest Academic Average who meets the following guidelines will be selected as the Honor Graduate.**

- 1 Must achieve 100% first time GO on all Oral Presentations
- 2 Must achieve 100% first time GO on all Written Exams
- 3 Must achieve 100% first time GO on all other Performance Exams
- 4 Must score minimum **270** pts total with **90** points on each of the three events on the final APFT
- 5 Receive a **Satisfactory** rating in a Leadership position
- 6 Receive **No** derogatory counseling during entire cycle

#### **Leadership Award Recipient:**

**One (1) candidate from each Squad recommended by the members of the Squad. The board members will consist of the CI, PSG, and 3 DSL's from that Platoon to select a winner.**

- 1 Receive a **Satisfactory** rating in a Leadership position
- 2 **Final selection will be approved by the SDSL**
- 3 Questions will be asked from D&C, SPT, Leadership Counseling, and Weapons

**NOTE:** The Leadership Award **DOES NOT** justify a candidate exceeding the course standards for overall performance. It is the **Total Soldier Concept** we consider when nominating the Awardees.

### **Iron Man Award:**

Identified by the PSG for outstanding bearing, appearance, and the highest APFT score.

### **The Commandant's List:**

The Commandant's List is reserved for the top 20% of the class whom the COMMANDANT considers deserving. This list will not exceed 20% of the class enrollment IAW AR 623-1 Academic Evaluation Report System.

This 20% is for those students whose overall course achievements are significantly above the standards of the course AR 623-1 10, item 13a (1)

If more than 20% of the students exceed the course standards then the student academic scores will determine the outcome.

Students may achieve all superior rating on their DA Form 1059 and NOT exceed the course standards.

There is NO regulation stating that there has to be 20% on the Commandant's list, if they don't meet the standards listed below:

- 1 Must achieve 100% first time GO on all Oral Presentations
- 2 Must achieve 100% first time GO on all Written Exams
- 3 Must achieve 100% first time GO on all other Performance Exams  
(To include Qualifying on the M16A2 Rifle)
- 4 Must score minimum **270** pts total with **90** points on each of the three events on the final APFT
- 5 Receive a **Satisfactory** rating in a Leadership position
- 6 Receive **No** derogatory counseling during the entire cycle
- 7 Candidate must received a Superior rating in a minimum two of the three areas rated on their Academic Report, block 14.

### **GRADUATION**

1. Upon course completion, a graduation ceremony will be conducted to recognize DSC's accomplishments. Family members, guests, friends and unit members are cordially invited to attend.
2. The uniform for graduation will be Class A/ASU Drill Sergeant Hat and badge. The Drill Sergeant hat and badge will be issued in the seventh week along with supplemental issue to insure proper wear and fit of the headgear.

### **ALCOHOL POLICY**

1. DSC's are authorized to store and consume alcohol in their room. However, DSC's consuming alcohol within their room will abide by the Army Values and treat Soldier's, equipment and the facilities with respect at all times.



2. DSC's are forewarned that alcohol related incidents **are not tolerated and will be grounds for dismissal from DSSC**. Incidents include but are not limited to loud and boisterous behavior, accidents, or any other alcohol related incident.
3. DSC's arrested by civilian police or apprehended on post by the Military Police for drunken driving will be subject to disciplinary action and disenrollment from the course. It is a violation of South Carolina State law to operate a vehicle while carrying an open alcoholic beverage container.

### **EQUAL OPPORTUNITY/SEXUAL HARASSMENT POLICY**

1. The Commandant's policies on equal opportunity/sexual harassment are posted on the unit bulletin boards and in the Academy SOP.
2. Complaint procedures and applicable phone numbers are also posted on the unit bulletin boards.

### **SMOKING**

1. DSC's are allowed to smoke or use smokeless tobacco in designated areas.
2. DSC's will not smoke or use smokeless tobacco in formation areas.
3. Smoking is prohibited in the vicinity of IET/AIT soldiers.
4. Smoking in individual rooms is not authorized.
5. Smoking on ranges will be limited to meal times at the 1SG/SDSL's discretion.
6. Smoking and use of smokeless tobacco is not authorized in the common use areas of the billets.

### **KEY TELEPHONE NUMBERS AND BUILDING LOCATIONS**

<u>Place</u>	<u>Bldg #</u>	<u>Telephone #</u>
DSS CMD Section	3225	DSN 734-6011 Comm. (803) 751-6012
DSS S-1 FAX	3225	DSN 734-3350 Comm. (803) 751-3350 (803) 751-0744
DSS S-3	3225	DSN 734-6232 Comm. (803) 751-6232
Staff Duty Cell Phone	3225	(803) 319-4712
Billeting		1(800) 276-6984 or (803) 782-9802

## **COMBAT ASSAULT RIFLE TRAINING COURSE (CARTC)**

The Combat Assault Rifle Training Course is an eleven-day period of instruction covering the function, fundamentals, and combat application of the M16 series rifle. Candidates will receive in-depth instruction on components and operation of the rifle, discuss advantages and disadvantages of varying methods of zeroing; receive instruction on assault rifle ballistics and the effects of wind and weather on trajectory.

The instruction will be presented using outcomes based training and the experiential learning method where the focus of instruction is on the Candidate being able to apply lessons experienced and learned through doing rather than memorizing. The focus of the program is to develop Drill Sergeants who are competent and confident in their knowledge and ability to instruct Assault Rifle Marksmanship in the IET environment.

## **Army Center for Enhanced Performance**



**End state of Training:** Mentally Agile, Adaptive, Self-Aware & Intuitive Soldiers & Leaders  
Enhance/refine the mental & emotional attributes of the Warrior Ethos

## **MENTAL SKILLS FOUNDATIONS**

### **The Zone**

#### **"High performance in a flow state"**

"What's it like when you are performing great, and how can you get there more often?"

- Intense focused awareness
- Altered perception of time and space
- Sense of total control
- Suspension of one's ordinary self

"What skills do you need to remove the obstacles which prevent you from reaching the zone more often?"

### "Self Fulfilling Prophecy"

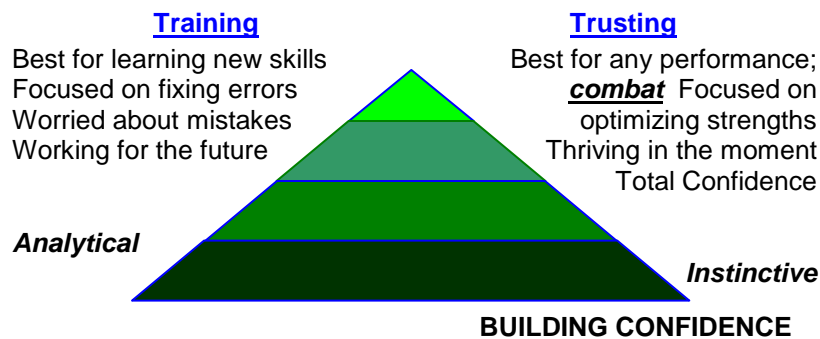
Event→Perception→Thoughts→Feelings→Performance

Physiological changes: Heart rate, blood pressure, body temperature

*\*Can't change the event but you can change your perceptions and thoughts to give you the best chance of success*

### Training and Trusting Mindset

Balance and practice both the training and trusting mindsets. "Crawl, Walk, Run."



**Confidence** is the faith that leaders place in their abilities to act properly in any situation. The confidence of a good leader is contagious and quickly permeates the entire organization, especially in dire situations. FM 6-22 Army Leadership

#### **Misconceptions about confidence**

- Either you have it or you don't
- Only success and positive feedback build confidence
- Too much confidence is not good

### **How to Build Confidence**

- 1. Practice Selective Perception-** Developing effective optimism; change the way you think  
"The basis of the Warrior Ethos is thinking successfully"
- 2. Control internal self-talk-** "win the inner battle;" discard the don'ts; focus on objectives
  - Develop self-awareness of what you say to yourself,
  - Use your self-talk constructively and as a performance multiplier
- 3. Create a Powerful Self Image-** Develop your own version of "Rangers lead the way"  
Look at Soldiers, Drill Sergeant, and Ranger Creeds. Creeds use positive affirmations that build a powerful self image.
- 4. Effectively interpret mistakes, setbacks, and failure-** Use good counseling and AARs to overcome mistakes and failures. Successful people use failure as a building block to success.

### GOAL SETTING

## **“Theory of Motivation and Fundamental of Leadership”**

~ The planning and execution toward a desired outcome ~

**Why it works-** Directs your attention, mobilizes your efforts, increases persistence, and helps you employ new learning strategies.

**Key Points-** Methodical & Continuous process, “readily visible,”

\*Implemented into the counseling procedure; Process vs. Outcome

**Common Roadblocks-** lack of skills, knowledge, support, risk, persistence

**Steps-** Procedure for creating a blueprint for success

1. Define your Dream- must affect you physically  
Examples: *Earn Ranger tab; Forge an invincible squad; Promotion to SGT*
2. Know where you are right now
3. Be honest about what you need to develop. Identify four major sub-goals  
Example: *Forge an invincible squad*
  1. *Master all tactical requirements*
  2. *Communicate effectively with all subordinates*
  3. *Train efficiently and effectively*
  4. *Build and enhance squad cohesion*
4. Make a plan for steady improvement- Actions & Self-fulfilling Prophecy  
Statements which support each major sub goal
  1. Master all tactical requirements  
Action Step: *Read professional materials at least one hour per day*  
Statement: *My command of SBCT doctrine is unmatched!*
  2. Communicate effectively with all subordinates  
Action Step: *I interact with my Soldiers and pass information immediately*  
Statement: *I understand what makes each of my Soldiers tick*
  3. Train effectively  
Action Step: *I fully prepare my squad for each exercise*  
Statement: *We are ready for anything!*
  4. Build squad cohesion  
Action Step: *I conduct weekly squad “fun” events*  
Statement: *My element moves as one!*
5. Set and pursue short term goals- incorporate into time management plan
6. Commit yourself completely
7. Continually monitor your progress – Keep a professional journal of success

## **FOCUS/CONCENTRATION – ATTENTION CONTROL**

### **“Sharpening the sword”**

~Sustained attention focus appropriate to task at hand~

#### **Misconception:**

- You have to learn how
- It's only possible for a lucky few
- It means trying harder
- It means blocking out distractions
- Multitasking means concentrating on two or more tasks at the same time

#### **Dimensions of concentration**

- Broad external, broad internal, narrow internal, narrow external
- Awareness of when to shift and speed in shifting
- Level of arousal can help or hinder the concentration quality

#### **Common Pitfalls**

- Unfamiliar surroundings
- Fear, doubt, worry
- Boredom, lack of intensity
- Fatigue, pain

#### **Improving your attention control**

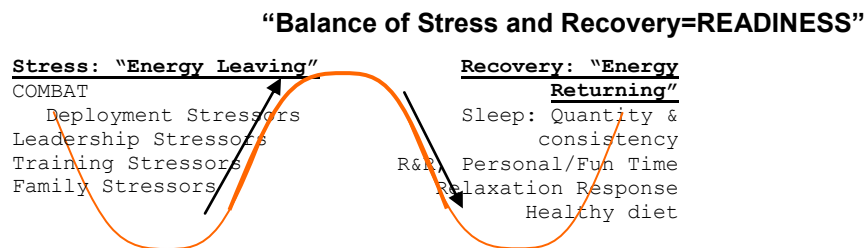
1. Identify the appropriate 4 windows at the appropriate time
2. Identify "Just one thing" for each drill or task to give you focus
3. Develop cue words to aid in focusing on just one thing
4. Develop, refine, and personalize SOP's to take you to your one thing
5. PRACTICE!!

### STRESS & ENERGY MANAGEMENT

**Resilient leaders can recover quickly from setbacks, shock, injuries, adversity, and stress while maintaining their mission and organizational focus. FM 6-22**

**-Stress:** the non-specific response of the body to any demand made upon it; a response that mobilizes and consumes energy.

**3 Forms of stress-** Physical, Mental, Emotional



### **Thriving under Pressure techniques**

1. Flow with "gravity forces" and focus on what is in your control-this process cuts unnecessary worry and thought which waste precious energy.
2. Genuinely attempt to reinterpret situations; embrace hardship, this results in perpetual personal optimism. Stress can be beneficial, if you let it.
3. Understand that the various forms of stress have a cumulative effect daily, weekly, monthly, annually... Use built up stress productively through PT; lose stress through proper recovery, incorporating a sound sleep plan, cat nap, or deliberate Relaxation.
4. Develop an awareness of the exhaustion backlash and prepare for it; model composure, maintain contact with the enemy, employ and use reserve forces.
5. Learn to self-regulate thru deliberate relaxation- control physiology by focused deep breathing techniques. 10-15 minutes, eyes closed, slow, deep rhythmic breaths focusing the mind on the exhale.

### VISUALIZAION & IMAGERY

#### **"Seeing the battlefield"**

**Imagery** is consistently training/preparing the mind and body by using all the senses to recreate past success or create a future success in the mind.

#### **Essential Points:**

- A natural ability, it appropriates and develops "neuro-connections,"
- Only image successful experiences; maintain a relaxed and clear mindset while visualizing and imaging, must be meaningful, genuine, and must be consistent
- Use as many senses as possible: sights, sounds, smell, touch, internal feelings, also sense of time, distance and effort

#### **Implement Options for Visualization and Imagery skills**

1. Create "a déjà vu" experience for any task
2. Rehearse common Soldier tasks; Mentally rehearse battle drills
3. Visualize the terrain of the battlefield from a map
4. Visualize/Image execution of an Operation Order

5. See yourself forward in time and space to stay one step ahead
6. Use imagery to rehearse and refine potential contingencies

**Leader Implementation Suggestions:**

- Leaders apply and model techniques; Soldiers will become what you are/exemplify
- Topics should be of discussion in subordinate counseling- mental & emotional attributes and how to get better at it.
- Goal-setting for each Soldier as a tool in counseling.
- Look for and apply teachable moments where this information is applicable.
- SOPs should be written-down to the individual position to enhance focus/concentration-assist in a tool for cross training
- Employ Soldier & Leader rest plans routinely: What is your plan?
- Use hip-pocket training; discuss the Warrior Ethos mindset- encourage mental agility, adaptiveness and self awareness
- If I get shot and things go bad, this is how I want you to think, act, and this is why...
- Keep a professional journal to enhance self-awareness.

**ANNEX A**

**Effective 30 APR 10**

**PACKING LIST**

**QUANTITY**

1. DUFFLE BAG	1 EA
2. LAUNDRY BAG	1 EA
3. PATROL CAP, UNIVERSAL PATTERN (ACU)	1 EA
4. BERET	2 EA
5. COAT (SHIRT), ACU	4 EA
6. TROUSERS (PANTS), ACU	4 EA
7. COAT, COLD WEATHER, FIELD (FIELD JACKET), ACU	1 EA
8. BOOTS, COMBAT	2 PR
9. BRUSH, SHOE/ SUEDE BOOT CLEANING KIT	1 EA
10. T-SHIRT, COTTON, TAN	7 EA
11. SOCKS, WOOL or COTTON/NYLON BLEND (OD, or TAN)	7 EA
12. DRAWERS, COTTON, OD or WHITE	7 EA**
13. BRA	3 EA*
14. PANTIES	7 EA*
15. COMPLETE CLASS A UNIFORM OR ARMY SERVICE UNIFORM	1 EA
16. COAT, ALL WEATHER, BLACK WITH LINER	1 EA
17. GLOVES, DRESS (FOR CLASS A UNIFORM)	1 EA
18. T-SHIRT, COTTON, WHITE	1 EA**
19. SOCKS, BLACK, COTTON or NYLON (FOR CLASS A UNIFORM)	2 EA
20. SLIPS	2 EA*
21. NYLONS	2 PR*
22. BELT, RIGGERS ( TAN, or OD)	2 EA
23. BELT, WEB (FOR CLASS A UNIFORM)	1 EA
24. BUCKLE, BRASS (FOR CLASS A UNIFORM)	1 EA
25. NECK TIE, BLACK 4-IN-HAND (NO CLIP-ON)	1 EA
26. FEMALE NECK TAB	1 EA*
27. SHOES, LOW QUARTER	1 EA
28. TAGS, IDENTIFICATION, WITH CHAIN and VALUES TAG	1 PR
29. UNIFORM BRASS, BRANCH & US	1 EA
30. ALL AUTHORIZED RIBBONS AND BADGES	1 EA
31. BRASS GRADE INSIGNIA	1 SET
32. SHOULDER BOARDS (FOR CLASS A SHIRT)	1 SET
33. NAME PLATES	1 PR

34. DINSTINCTIVE UNIT INSIGNIA	2 EA
35. REGIMENTAL CREST	1 SET
36. GLOVES, MEN and WOMENS, LEATHER, LIGHT DUTY, BLACK	1 PR
37. INSERTS, GLOVES, WOOL (OD, BLACK OR BROWN)	1 PR
38. SHOES, RUNNING (NO HIGH TOPS)	2 PR
39. JACKET, GRAY, IPFU	1 EA
40. PANTS, BLACK, IPFU	1 EA
41. FLEECE CAP, FOLIAGE GREEN (REPLACES KNIT CAP, BLACK)	1 EA
42. T-SHIRT, GRAY, SHORT SLEEVE, IPFU	1 EA
43. T-SHIRT, GRAY, LONG SLEEVE, IPFU	2 EA
44. TRUNKS, BLACK, IPFU	2 EA
45. SHORTS, BLACK	2 EA
46. SOCKS, ATHLETIC, WHITE, ANKLE OR CALF LENGTH	5 PR

47. SHOES, SHOWER	1 PR
48. PADLOCK	1 EA
49. SOAP, BAR	1 EA
50. TOOTHBRUSH and TOOTHPASTE	1 EA
51. COMB/BRUSH	1 EA
52. RAZOR	1 EA
53. CREAM, SHAVING	1 EA
54. POWDER, BODY/FOOT	1 EA
55. FLASHLIGHT W/BATTERIES w/ red lens (L-SHAPE, GRN)(STD SIZE)	1 EA
56. CAT EYE BAND, ACU COLORED WITH NAME TAPE SEWN ON	1 EA
57. MARKERS (10-COLORS, BROAD LINE RECOMMENDED)	1 SET
58. MOUTHPIECE	1 EA
59. BLACK INK PEN, BLUE INK PEN, PENCIL	1 EA
60. BALLISTIC EYEWEAR (MUST BE AN ISSUED ITEM)	1 EA
61. HEARING PROTECTION	1 EA
62. IBA w/PLATES	1 EA
63. LBV, LCE or MOLLIE	1 EA
64. ACH	1 EA
65. KNEE PADS	1 PR
66. ELBOW PADS	1 PR
67. M16 MAGAZINES	7 EA
68. SLEEPING BAG	1 EA
69. FIELD JACKET	1 EA

**THE FOLLOWING ITEMS ARE RECOMMENDED FOR THE COURSE:**

70. SUNSCREEN	1 EA
71. FRONT SIGHT ADJUSTER (M16/M4) (HIGHLY RECOMMENDED)	1 EA
72. WEAPONS CLEANING KIT	1 EA
73. ACU COLORED 550 CORD	1 EA
74. CAMELBACK	1 EA
75. LAPTOP ( lodging will provide internet access for students)	

\* indicates female only

\*\* indicates male only

**NOTE 1: The clothing list is the minimum items required.**

**NOTE 2: All additional winter issue items are required during winter months (Oct-Apr).**

**NOTE 3: Effective OCT 10 BCT Drill Sergeant will be issued the new Army Service Uniform and we strongly recommend if you have the Army Service Uniform to bring them, if not ,bring the Complete Class A uniform with all awards, appurtenance and badges. Class A/ASU's will be worn by all students during graduation. All students will wear low quarters, regardless of duty station.**

**NOTE 4: Students are required to bring a copy of their clothing record. Any TA-50 item that is not listed on the Student CIF record will be issued by the USADSS. TA-50 listed on the students CIF record the student is required to have on hand while attending the USADSS course. Students can obtain a copy of their individual CIF record by:**

- i. Log onto AKO**
- ii. Click Self Service drop down**
- iii. Click on My Clothing**
- iv. Click on My Clothing Record link**